

Nokia, специализирующаяся на сотовых телефонах, с появлением смартфонов. Риски могут быть связаны и с поставщиками, и с потенциальными покупателями. При стратегическом планировании следует просчитать риски на конкретный период, разработать стратегию развития предприятия, поставить цели, задачи и определить пути их решения. Умение управлять стратегическими рисками позволяет менеджерам и руководителям успешно существовать и развиваться. Используя оценку стратегических рисков, менеджеры выявляют новые пути развития.

Таким образом, характер стратегических угроз во многом зависит от процессов, происходящих в экономике предприятия, страны, от глобализации мировых процессов. Главной задачей является разработка стратегии, направленной на реализацию задач успешного развития. Риск-менеджмент позволит своевременно выявить угрозы, избежать негативных последствий.

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A. A. Bychkova

RISK MANAGEMENT. STRATEGIC RISKS AND THREATS AT ENTERPRISE

Abstract

This article examines the impact of strategic risks on the development of organizations.

Keywords: risk, strategy, security, threats, technologies.

УДК 316

А. Ю. Веретенникова, К. М. Козинская

THE INSTITUTIONAL CONTEXT OF SOCIAL ENTREPRENEURSHIP EVOLUTION IN EUROPE AND THE US¹

Abstract

Social entrepreneurship is a fairly new phenomenon in the Russian economy. However, the tradition of socially oriented activities already formed in most developed countries. In this article, in order to analyze the evolution of social entrepreneurship in Europe and the US an interpretation of the concept of "social entrepreneurship" has been refined and drivers of social oriented activities were defined. At the same time, the characteristic of the main driving forces was presented in the paper, contributing to the appearance of social entrepreneurship and including the political conditions and the role of the state, legal and socio-cultural environment and infrastructure.

Keywords: social entrepreneurship, evolution, country experience, factors of development of social entrepreneurship, drivers.

Whereas a dozen years ago the concepts of 'social enterprise', 'social entrepreneurship' and

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'social entrepreneur' were rarely discussed, they are now making amazing breakthroughs on both sides of the Atlantic, especially in EU countries and the United States. They are also attracting increasing interest in other regions, such as Eastern Asia (especially South Korea, Japan and Taiwan) and Latin America.

In Europe, the concept of social enterprise made its first appearance in 1990, at the very heart of the third sector, following an impetus that was first an Italian one and was closely linked with the cooperative movement. In 1991, the Italian parliament adopted a law creating a specific legal form for 'social co-operatives' and the latter went on to experience an extraordinary growth. In the United States, the concepts of social entrepreneur and social enterprise also met with a very positive response in the early 1990s. In 1993, for instance, the Harvard Business School launched the 'Social Enterprise Initiative', one of the milestones of the period [6].

Since this early period, the debate has expanded in various types of institutions. These developments gave rise to dissimilar approaches to social entrepreneurship in the different contexts of the United States and Western Europe and resulted in various schools of thoughts. It is possible to say about four distinct research schools of thoughts — namely, the Social Innovation School, the Enterprise School, the Emergence of Social Enterprise (EMES) School, and the UK approach.

The Innovation School of thought focuses on the social entrepreneurs as individuals who tackle social problems and meet social needs in an innovative manner. According to one recent examination, «the school is focused on establishing new and better ways to address social problems or meet social needs» [2]. This school of thought on social entrepreneurship is rooted in the body of knowledge of commercial entrepreneurship on the discovery, evaluation, and exploitation of opportunities. In the case of social entrepreneurship, these opportunities are found in social needs exploited by innovative means to satisfy those needs.

Within the Social Enterprise School of thought, the main subject of study is the enterprise, described as an entrepreneurial, nonprofit venture that generates "earned-income" while serving a social mission. In addition to the theme of funding, this school also promotes the idea that adopting business methods is a successful way to improve the effectiveness of nonprofit organizations and make them more entrepreneurial [1].

The main objective of the research of the EMES network is the emergence and growth of social enterprises within the European Union. As in the Social Enterprise School, the unit of observation is the enterprise. In the case of the EMES approach, the social enterprise has an explicit aim to benefit the community, is launched by a group of citizens, enjoys a high degree of autonomy, is participatory in nature, and does not base decision-making power on capital ownership. Despite the broadness of the definition applied by the EMES Research Network, the UK approach to social entrepreneurship is distinct from the EMES approach and the American tradition and therefore allows for a separate approach. UK social enterprises are subject to a limited distribution of profits and can be initiated by individuals, groups of citizens, or by legal entities. The goods and services provided can be related, unrelated, or central to the venture's mission. In addition, the social enterprises in the UK are trading within the market.

All schools of thoughts have numerous definitions. In the framework of this study, we adhere to the tradition of the EMES School, and define social entrepreneurship as the combination of interrelated activities aimed at addressing the social issues by developing of commercial activities of economic agents.

As mentioned above, the phenomenon of social entrepreneurship is gaining more and more recognition in various regions around the world. The reasons for the development of social entrepreneurship may differ significantly. The main centers social entrepreneurship developments were in the Europe and USA. In the late 1960s and 1970s, the quest for more democracy and equality in all spheres of life led to a blooming of civil society movements addressing major societal issues, both through advocacy and provision of services.

In the late 1970s–early 1980s, the persistence of structural unemployment in many European countries, the need to reduce state budget deficits, the need for more active integration policies raised the question of how far the third sector could help to meet these challenges. Indeed, social

actors, such as social workers and associative militants, were facing a lack of adequate public policy schemes to tackle the increasing exclusion of some groups (such as long-term unemployed people, low-qualified people, people with social problems, etc) from the labour market or, more generally, from society. In such an overall context, the answers given to these emerging challenges by each country varied according to the specificities of the different European models [3].

During the 1980s, public bodies, faced with high rates of unemployment and a crisis in public finances, stopped relying exclusively on passive labor market policies based on a system of allocation of cash benefits to the unemployed and developed active labor policies, which aimed to integrate the unemployed into the labor market through professional training programmes, job subsidy programmes, etc. Within this field of active labor market policies, we can spot a large 'second labor market programme', offering intermediate forms of employment. With the institutionalization of the second labor market programme, associations have increasingly constituted a tool for its implementation. This kind of public scheme fostered the trend toward a more productive role of, and entrepreneurial dynamics within, the non-profit sector. In countries such as France and Belgium, these dynamics were explicitly located inside the third sector, which was referred to as the 'social economy'. Nordic countries have a tradition of a cooperative movement, with, inter alia, workers or farmers cooperatives. With the emergence of these new forms of cooperatives, a new actor, which had traditionally been identified as part of the business sector, appeared in the landscape of the production of welfare. Countries as Spain and Italy are also characterized by a strong co-operative tradition. In this context, it is not surprising that in the late 1980s, new cooperative initiatives emerged in Italy to respond to unmet needs, especially in the field of work integration. The social enterprise sector in Eastern Europe is nonetheless a relatively underdeveloped sector, due to legal and institutional constraints [4]. In particular, many East European countries do not permit the conduct of economic activity as a primary operation by the third sector, with many also bounding the third sector with non-distribution constraints on profits. The social enterprise sector in Eastern Europe has been largely driven by the withdrawal of the state role with the fall of communism, as well as the institutional support provided by foreign actors.

In the USA the federal government launched the Great Society programs in the 1960s, a significant share of the huge funds invested in education, health care, community development and poverty programs was channeled through nonprofits operating in these areas, instead of being managed by an enlarged public bureaucracy. Such a strategy of course strongly supported the expansion of existing nonprofits as well as the creation of many new ones. However, the economic downturn in the late 1970s and 1980s brought large cutbacks in federal funding and confronted nonprofits operating in poverty programs, education, health care, the environment, and community services with a severe financing problem. Expanding or introducing commercial activity was a popular way to deal with these cutbacks in an attempt to guarantee the continuity of services already provided. The term social enterprise was used to describe these activities. Hence, within the American approach, social entrepreneurship refers above all to market-oriented economic activities that serve a social goal irrespective of the legal structure and sector [5]. Social entrepreneurship is considered a sub-field of entrepreneurship that results in scholarly attention from both business schools and social sciences. Strategic development such as the promotion of social entrepreneurship and the creation and improvement of sector infrastructure is orchestrated by private foundations, of which Ashoka and the Skoll Foundation are probably the most well known. As such, the emergence of the social enterprise sector in the US was in large part driven by the political withdrawal of the state due to economic conditions, the cultural context characterized by the prominence of business approaches, as well as a well developed ecosystem supported by private foundations and academic institutions.

As a result, it is possible to define the three main periods of social entrepreneurship development in the USA and Europe.

- The first period - from the end of the Second World War, which became a catalyst for structural changes, until the 1973 energy crisis. This period is characterized by the emergence of social and entrepreneurial activity, the inclusion of civil society in solving problems.
- The second period is the beginning of the energy crisis until the 1990s. The crisis

that led to severe economic consequences in almost all regions of the world caused governments to cut spending on the development and maintenance of social programs, it required agents in the form of social entrepreneurs that could fill the voids that had been created. In addition to external conditions, political and legal regimes in the countries of Europe and the United States contributed to the creation of socially-oriented organizations.

- The third period: the 1990s to the present time is characterized by the spread of social entrepreneurship, the emergence of new legal forms and international funds that study and support socially-oriented activities.

As a result of research into the causes of the emergence of social entrepreneurship in certain regions of the world, it is possible to identify 4 main factors contributing to the emergence and development of the third sector of the economy.

- The political environment is a fundamental factor for the emergence of social entrepreneurship. Despite the fact that social entrepreneurs solve the problems of society, there can be an imbalance between the state subject and companies oriented toward social entrepreneurship. Political forces identify problems that need to be addressed at the state level, and the rest are delegated to the third sector. A favorable political climate is achieved in two ways: in the first case, the state deviates from solving social problems and provides this field to NGOs and social entrepreneurship, in the second case, the state promotes development, promotion and provides support. Thus, in the US, the third sector was formed due to a reduction in spending on the social sphere. The second variant of the development of events was observed in the countries of Western Europe. In the UK, the Tony Blair government actively promoted social entrepreneurship through regional authorities, and in Italy, an official classification of organizations that solve public problems was created. Thus, for the development of social entrepreneurship, the state should delegate a number of its functions to organizations and civil society.

- The next important factor in the development of social entrepreneurship is the legal environment, which is due to the fact that social entrepreneurship arises from a long iterative process. The legal environment should not be excessively rigid in regulating and controlling social entrepreneurs, and also provide an opportunity to experiment. Ideally, there should be many organizational forms that do not create restrictions on profit and the implementation of the innovative potential of social enterprises, as happens in certain European countries.

- Due to the fact that the external environment has an impact on individuals able to engage in social entrepreneurship, the socio-cultural environment is an indispensable factor in the development of social entrepreneurship. The main actor in the formation of the third sector is an active civil society.

- If the political and legal environment provides opportunities for the emergence of social entrepreneurship, socio-cultural conditions create favorable conditions for its emergence, then institutions stimulate growth and contribute to its further development. This can be seen in the United States, where academic institutions and private foundations have created a number of supportive measures in the form of research in the management of non-profit organizations that provide the basis for innovative solutions, as well as business planning that allows the use of financial resources.

The formation and development of social entrepreneurship in Europe and the United States has a heterogeneous character. Its features depend not only on the current institutional environment, but also on the historical conditions of its formation.

Drivers for the development of social entrepreneurship have been identified. It is shown that a necessary condition for the creation of socially-oriented organizations is the political and legal environment that allows them to create socially-oriented organizations, and for their successful functioning and development sociocultural conditions are important, as well as the existence of institutions engaged in studying, training and supporting social entrepreneurship.

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И. В. Глебов

ГОСУДАРСТВЕННАЯ ПОДДЕРЖКА РАЗВИТИЯ ПРОМЫШЛЕННОСТИ СВЕРДЛОВСКОЙ ОБЛАСТИ: ОЦЕНКА ЭФФЕКТИВНОСТИ И ПЕРСПЕКТИВНАЯ СТРАТЕГИЯ ИССЛЕДОВАНИЯ

Аннотация

В статье исследуются основные направления стимулирования деятельности в сфере промышленности, дается оценка развития регионального промышленного комплекса Свердловской области, предлагается перспективная исследовательская стратегия, направленная на выявление отраслевых типов и моделей оценки поведения региональных предприятий для сегментирования механизмов стимулирования производственной деятельности в системе государственной поддержки инвестиционных программ и проектов развития промышленности Свердловской области.

Ключевые слова: региональный промышленный комплекс, государственная поддержка, оценка эффективности.

Одним из приоритетов «Стратегии социально-экономического развития Свердловской области на 2016-2030 годы» (далее — Стратегия 2030) является создание условий для повышения конкурентоспособности промышленного, инновационного и предпринимательского потенциала экономики Свердловской области [3]. Важным фактором развития промышленности Свердловской области является выпуск высококонкурентоспособной и импортозамещающей продукции, обладающей экспортным потенциалом. Одним из целевых показателей Стратегии 2030 является «рост объема отгруженных товаров собственного производства, выполненных работ и услуг собственными силами», который за период с 2014 по 2030 годы должен возрасти практически в два раза — с 1,5 до 3,1 триллионов рублей [3]. Значительная доля роста отводится обрабатывающим производствам.

Решение такой амбициозной задачи невозможно без создания новых инновационных производственных предприятий, реализации крупных инвестиционных проектов и программ, модернизации действующих производств, а также активных действий со стороны органов исполнительной власти Свердловской области.